

GOVERNANCE DISCLOSURES: EXAMINING BOARD DEVELOPMENT ACTIVITIES

Marie-Josée Roy, University Laval, Quebec city, Quebec, Canada

[dx.doi.org/10.18374/IJBS-13-1.7](https://doi.org/10.18374/IJBS-13-1.7)

ABSTRACT

Over the past decade, stakeholders' expectations of corporate boards have changed dramatically. Governance activists, corporate shareholders and government regulators are asking directors to play a more significant and active role in creating and protecting shareholder value. To ensure that corporate directors can contribute meaningfully to strategy development and evaluation, many have suggested that appropriate processes and programs should be implemented. Three processes have been targeted as essential to building and maintaining board expertise: education programs, director nomination processes, and board performance evaluations. Based on an analysis of disclosures made in the corporate governance guidelines of 89 leading Canadian companies, our study investigates the following three board development processes: (1) orientation and education programs, (2) director nominations, and (3) board performance evaluations.

Keywords: *Board of directors, performance evaluation, development activities, human resource management*